

DAS - FACILITIES MANAGEMENT (5700) BUDGET

DEPT: DAS - Facilities Management

UNIT NO. 5700
FUND: General - 0031

Budget Summary¹

Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
Expenditures					
Personnel Costs	\$15,103,604	\$14,352,553	\$16,312,594	\$17,288,337	\$975,743
Operation Costs	\$8,351,790	\$8,352,283	\$8,229,606	\$10,214,084	\$1,984,478
Debt & Depreciation	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$1,335,943	\$1,709,243	\$939,883	\$1,641,419	\$701,536
Interdept. Charges	\$2,120,373	\$2,007,196	\$2,908,426	\$1,631,447	(\$1,276,979)
Total Expenditures	\$26,911,710	\$26,421,275	\$28,390,509	\$30,775,287	\$2,384,778
Revenues					
Direct Revenue	\$3,901,739	\$4,527,508	\$3,804,622	\$5,500,852	\$1,696,230
Intergov Revenue	\$0	\$0	\$0	\$157,699	\$157,699
Indirect Revenue	\$24,278,182	\$23,904,021	\$25,224,113	\$24,705,366	(\$518,747)
Total Revenues	\$28,179,921	\$28,431,529	\$29,028,735	\$30,363,917	\$1,335,182
Tax Levy	(\$1,268,211)	(\$2,010,254)	(\$638,226)	\$411,370	\$1,049,596
Personnel					
Full-Time Pos. (FTE)	159.5	159.5	167.5	182.5	15
Seas/Hourly/Pool Pos.	1	1	3	1	-2
Overtime \$	\$80,004	\$499,476	\$100,000	\$92,580	(\$7,420)

Department Mission: Provide asset management and preservation of County owned assets and property, and ensures that all County-owned buildings are clean, safe, user-friendly, and meet the needs of all tenants, employees and the general public as well as provide technical services to plan, design, construct, manage, operate and preserve Milwaukee County's natural resources and public facilities, in a sustainable and energy efficient manner.

Department Description: The Facilities Management division is comprised of the following Program Areas: Architecture & Engineering, Environmental Services, Facilities Maintenance, and Administration.

¹ The 2012/2013 Budgets and 2012 Actual do not reflect the transfer of DAS-IMSD mail services distribution function or the DHHS facility operations and mail distribution function (for the Marcia P. Cogs building). This transfer is reflected in the 2014 Budget.

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Strategic Program Area 1: Architecture & Engineering

Service Provision: Committed

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity Data			
Activity	2012 Actual*	2013 Budget*	2014 Budget*
# of Capital Projects Managed	N/A	N/A	TBD

*In 2014, staff from the Comptroller Office and Department of Administrative Services (Architecture & Engineering; Performance, Strategy, & Budget program areas) staff will work to develop a joint system to track and monitor capital projects.

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$4,512,015	\$4,038,020	\$4,593,668	\$4,547,079	(\$46,590)
Revenues	\$4,692,601	\$3,805,020	\$4,795,914	\$4,878,981	\$83,067
Tax Levy	(\$180,586)	\$233,000	(\$202,246)	(\$331,902)	(\$129,657)
FTE Positions²	32.5	32.5	29.5	30.5	1

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual**	2013 Budget**	2014 Budget**
At least 80% of Capital Projects Completed within 36 Months ³	N/A	N/A	80%

** In 2014, staff from the Comptroller Office and Department of Administrative Services (Architecture & Engineering; Performance, Strategy, & Budget program areas) staff will work to develop a joint system to track and monitor capital projects.

Strategic Implementation:

The Architecture & Engineering provides professional and technical services related to the maintenance, construction and rehabilitation of the public infrastructure and preservation of the natural resources of Milwaukee County. *Architectural Services* provides technical services in building maintenance, remodeling, additions and new construction for all County departments. *Airport Engineering* provides planning, design and construction management services for all major maintenance and capital projects at General Mitchell International and Lawrence J. Timmerman Airports. *Civil Engineering and Site Development* provides civil engineering and land surveying services.

Revenue increases by \$83,067 in the 2014 Budget. Revenue for this program area is primarily derived from charges to capital projects and architectural services provided to other County departments.

Overall expenditures decrease mainly due to reductions in operating costs of \$27,134 and Interdepartmental Charges of \$144,918. This is partially offset by a net increase in Personal Services costs of \$125,462, which includes the creation of 1.0 FTE Managing Engineer-Mechanical position and 1.0 FTE Clerical Specialist Arch/Eng position and abolishing 2.0 FTE Clerical Assistant-2 Hourly positions.

An Architecture & Engineering operations and staffing plan study will be conducted in 2014 to help determine the optimum staffing and operations structure(s) in relation to the County's capital workload. Refer to the Land Sales program area in the Non-Departmental Revenue Section for additional detail.

² As part of the July 2013 County Board committee cycle, 1.0 FTE Managing Architect was created. This position is reflected in the 2014 Budget.

³ IRS regulations require the expenditure of bond proceeds within three years of issuance.

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Strategic Program Area 2: Environmental Services

Service Provision: Committed

Strategic Outcome: Quality of Life

What We Do: Activity Data			
Activity	2012 Actual	2013 Budget	2014 Budget
Number of Capital and Major Maintenance Projects Reviewed for Energy Efficiency and Sustainability	N/A	N/A	75%

How We Do It: Program Budget Summary					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$1,249,976	\$1,004,369	\$1,420,253	\$1,467,772	\$47,519
Revenues	\$449,549	\$562,520	\$622,247	\$609,863	(\$12,384)
Tax Levy	\$800,427	\$441,849	\$798,006	\$857,909	\$59,903
FTE Positions	5	5	6	6	0

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
Review 75% of Capital and Major Maintenance Projects with the Objective of Improving Energy Efficiency and Sustainability	N/A	N/A	75%

Strategic Implementation:

Sustainability provides guidance, management, and development of sustainability functions related to the County's building and infrastructure assets, coordinates county-wide sustainability efforts and is responsible for the implementation of the County's Green Print Initiative. *Environmental Services* provides technical and managerial services concerning environmental issues including sustainability to all County departments. Environmental issues addressed include the incorporation of green building concepts, environmental due diligence for property acquisition and disposal, procurement of grant funding, stormwater management and hazardous substance control (asbestos, lead, PCBs, mercury, pesticides/herbicides, etc.). Environmental Services also monitors underground storage tanks, landfills, air quality, recycling, solid waste, water quality and brownfields.

Revenue decreases by \$12,384 in the 2014 Budget. Revenue for this program area is generated by charges to capital projects, environmental services provided to other County departments and non-County agencies.

The 2014 Budget reflects a cost-to-continue for this program area. The expenditure increase of \$47,519 is due primarily to a rise in Interdepartmental Charges of \$33,762 and operating costs of \$16,536 (mainly due to sustainably-related purchases of vending monitors and room occupancy monitors that regulate utility use). This is partially offset by a reduction in Personal Services costs of \$2,779.

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Strategic Program Area 3: Facilities Maintenance

Service Provision: Committed

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	2012 Actual	2013 Budget	2014 Budget
Number of Emergency Work Orders	N/A	N/A	TBD
Number of PM Work Orders	N/A	N/A	TBD

How We Do It: Program Budget Summary⁴					
Category	2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Var
Expenditures	\$21,149,719	\$21,378,886	\$21,698,466	\$24,462,426	\$2,763,960
Revenues	\$23,037,771	\$24,063,989	\$22,932,453	\$24,577,063	\$1,644,610
Tax Levy	(\$1,888,052)	(\$2,685,103)	(\$1,233,987)	(\$114,637)	\$1,119,350
FTE Positions	122	122	121	137	16

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
Percent of Emergency Work Orders Responded to within 24 Hours	N/A	90%	90%
Percent of Work Orders Completed	N/A	90%	90%

Strategic Implementation:

Facilities Maintenance provides property management, tenant services and maintenance, housekeeping, security and skilled trades services to various private entities and County departments (comprised of over 3.9 million square feet). *Maintenance Operations* functions include daily custodial services for public areas and repair services, grounds care and snow removal, provision of centralized electrical, mechanical and engineering services, security operations, and maintenance of the various utility distribution systems. *Management Services* provides property management and lease administration functions. *Facilities Inspection* provides building review and inspection services related to County-owned facilities.

Revenue increases by \$1,644,610 in the 2014 Budget. The large increase is primarily due to the transfer in of the DHHS' facility operations and mail distribution services for the Marcia P. Coggs building and the revenue related to State of Wisconsin lease payments for space in the Marcia P. Coggs building. Revenue for this program area comes mainly from charges to other County departments for facility space rental and building maintenance. Additional major revenue is related to the rental of County building space to non-County agencies and parking.

The 2014 expenditure increase of \$2,763,960 includes an increase in Operating costs of \$1,992,100, Personal Services of \$1,056,995, and Capital Outlay of \$701,536. This is offset by a decrease in Interdepartmental Charges of \$986,671.

⁴ DHHS' facility operations and mail distribution services for the Marcia P. Coggs building and IMSD's mail distribution services are only reflected in the 2014 Budget and are not included in the 2012/2013 Budget and 2012 Actual figures.

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Highlights of the major changes are follows:

DHHS/IMSD Facility Management function Transfer-In

In an effort to increase efficiencies by centralizing facility management functions (as recommended in the CBRE report), the Department of Administrative Services-Information Management Services Division (IMSD) mail distribution services and Department of Health & Human Services' (DHHS) facility operations and mail distribution services (related to the Marcia P. Coggs building) are transferred to DAS-Facilities Management in the 2014 Budget.⁵ The transfer of services includes operations staff, and related revenues and expenditures. The transfer of these functions to this program area represents approximately \$2 million of the \$2.76 million increase in total expenditures and approximately \$1.8 million of the \$1.6 million increase in total revenue.⁶ Additionally, this transfer includes 14 additional staff added to the program area.

Facility Inspection, Management & Maintenance

To more effectively plan for county-wide space needs, the 2014 Budget includes funding of \$500,000 for consulting services.

In order to successfully implement an overall county-wide strategic facility plan, \$200,000 is included in the 2014 Budget to fund a Project and Asset Management consulting services.

The transfer-in of the facility operations for the Coggs building includes \$260,419 of major utility costs. This is partially offset by a \$244,021 decrease in major utility costs due largely to utility conversions/upgrades at facilities on the County Grounds.⁷

Building repairs and major maintenance appropriations are increased by over \$813,000 to help address the day-to-day operating needs of the facilities managed by this program area.

To more accurately reflect work duties and responsibilities, four Facility Assessment Team positions (created in the 2013 Budget) are transferred-in from the Director's Office Strategic Program Area (to more accurately reflect work duties and responsibilities). Additionally, 1.0 FTE Clerical Specialist-DPW is transferred to the Director's Office program area and 1.0 FTE Clerical Assistant-1 is abolished.

⁵ IMSD is an internal service fund while DAS-Facilities Management is a general fund. Due to the transfer, the IMSD mail distribution low-org is changed to a general fund. Consequently, OPEB costs are eliminated and liability for compensated absences is no longer accrued for, resulting in a tax levy savings of approximately \$13,300.

⁶ Excluding the revenue related to the transfer of the specific DHHS and IMSD functions, revenue for this program area decreases approximately \$201,000 (less than 1%) from 2013.

⁷ Major utilities include electricity, natural gas, sewage, telephone, steam, water, chilled water, heat, and storm water.

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Strategic Program Area 4: Director's Office

Service Provision: Administrative

Strategic Outcome: High Quality, Responsive Services

What We Do: Activity			
Activity	2012 Actual	2013 Budget	2014 Budget
TBD*			

*Director's Office staff will work to develop activity data for inclusion in the 2015 Budget.

How We Do It: Program Budget Summary					
Category	2012 Budget⁸	2012 Actual	2013 Budget	2014 Budget**	2014/2013 Var
Expenditures	\$0	\$0	\$678,121	\$298,010	(\$380,111)
Revenues	\$0	\$0	\$678,121	\$298,010	(\$380,111)
Tax Levy	\$0	\$0	\$0	\$0	\$0
FTE Positions	0	0	12	10	-2

How Well We Do It: Performance Measures			
Performance Measure	2012 Actual	2013 Budget	2014 Budget
TBD*			

*Director's Office staff is will work to develop performance measures for inclusion in the 2015 Budget.

Strategic Implementation:

The Director's Office provides centralized budget and support functions as well as overall management and oversight of the Facilities Management division. Functions include development and management of the division's budget, revenue tracking, contract coordination, records retention, and centralized accounting.

Revenue decreases by \$380,111 in the 2014 Budget mainly due to the transfer-out of the Facility Assessment Team positions. Revenue for this program area is a result of expenditures being fully crosscharged to other sections of the DAS-Facilities Management division and to the Water Utility (Agency 550).

The 2014 expenditure decrease of \$380,111 is due primarily to a reduction in Personal Services of \$203,935 (mainly due to the transfer-out of Facility Assessment Team positions) and Interdepartmental Charges of \$179,152. This is partially offset by an increase in operating costs of \$2,976

The 2014 Budget includes the transfer-in of 1.0 FTE Clerical Specialist-DPW from the Facilities Maintenance program area and the transfer-out of 4.0 FTE Facility Assessment Team positions (created in the 2013 Budget) to the Facilities Maintenance program area (to more accurately reflect work duties and responsibilities).⁹ Additionally, 1.0 FTE Administrative Assistant-3 Facilities Management-NR is created to assist in the development and monitoring of division budgets and oversight of general administrative and clerical functions.

⁸ 2012 Budget/Actual history is not available as the Director's Office was newly created as part of the 2013 Budget.

⁹ Positions transferred out include one Managing Architect, one Electrical Mechanic, and two Heating Equipment Mechanics.

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DAS - Facilities Management Budgeted Positions				
Title Code	2013 Budget	2014 Budget	2014/2013 Variance	Explanation
Accountant 2	1	1	0	
Accounting Coord - DPW	1	1	0	
Adm Asst 3- Fac Mgmt NR	0	1	1	Create
Adm Asst 4-Facil Mgmt	1	1	0	
Admin Spec - DHS-NR	0	1	1	Transfer In
Admin Spec - DPW NR	1	1	0	
Airport Engineer	1	1	0	
Architectural Designer	1	1	0	
Asst Airport Engineer	1	1	0	
Bldg Systems Specialist	1	1	0	
Carpenter	6	6	0	
Carpenter Supv	3	3	0	
Clerical Asst 1	2	1	-1	Abolish
Clerical Asst 2 Hrly	2	0	-2	Abolish
Clerical Spec Arch/Eng	1	2	1	Create
Clerical Spec DPW	1	1	0	
Climate Control Lead	1	1	0	
Constr Cost Estimator	1	1	0	
Construction Coordinator	4	4	0	
Contract Payment Spec	1	1	0	
Cost Schedule Analyst	1	1	0	
Disribution Assistant	0	2	2	Transfer In
Electrical Mech	8	8	0	
Electrical Mech Dot	1	1	0	
Electrical Mech Supv	2	2	0	
Elevator Constructor	3	3	0	
Engineer	6.5	6.5	0	
Engrng Tech Surveyor	2	2	0	
Engrng Technician	1	1	0	
Environmental Compl Mgr	1	1	0	
Exdir2- Facilities Mgmt Dir	1	1	0	
Exdir2-Dir Arch And Eng	1	1	0	
Executive Assistant CHP	0	1	1	Transfer In
Facilities Assesmnt Coo	1	1	0	
Facilities Grounds Supv	2	2	0	
Facilities Maintenance Mgr	1	1	0	
Facilities Mtce Coord	1	1	0	
Facilities Wkr Dhhs	0	3	3	Transfer In
Facilities Wrkr 2, 3, 4	26	26	0	
Facilities Wrkr 4 - In Charge	3	3	0	
Facilities Wrkr Secur	31	31	0	
Facilities Wrkr Secur Hrly	1	1	0	
Heating Equip Mech	2	2	0	
Machinist	3	3	0	
Machinist Lead	1	1	0	
Managing Architect	1	2	1	2013 Action

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Managing Eng Design	1	1	0	
Managing Eng Electrl	2	2	0	
Managing Eng Environ	1	1	0	
Managing Eng Field Oper	1	1	0	
Managing Eng Field Opr Airport	1	1	0	
Managing Eng Site Dev	1	1	0	
Managing Engineer Mech	0	1	1	Create
Mechanical Mtce Supt	0	1	1	Transfer In
Mechanical Serv Mgr	2	2	0	
Office Supp Asst 1	0	1	1	Transfer In
Office Supp Asst 2	0	3	3	Transfer In
Operations Coord Sp	0	1	1	Transfer In
Overtime	2.7	1.8	-0.9	
Painter Bldgs	5	5	0	
Painter Supv	1	1	0	
Park Maint Wrkr Mudmix	1	1	0	
Plumber	4	4	0	
Plumber Supv	2	2	0	
Principal Architect	1	1	0	
Records Center Tech DPW	1	1	0	
Refrigeration Mech	2	2	0	
Sheet Metal Worker	2	2	0	
Site Development and Civil Eng	1	1	0	
Specification Writer	1	1	0	
Steamfitter Supv	1	1	0	
Steamfitter Welder	3	3	0	
Stores And Distrib Asst 1	0	1	1	Transfer In
Support Services Manager	1	1	0	
Sustainability and Environ Eng	1	1	0	
Sustainability Director	1	1	0	
Vacancy & Turnover	-4.6	-6.8	-2.2	
TOTAL	165.6	177.5	11.9	

Legacy Health Care and Pension Expenditures				
2012 Budget	2012 Actual	2013 Budget	2014 Budget	2014/2013 Variance
\$2,847,034	\$3,206,115	\$3,056,496	\$3,814,590	\$758,094